Army's *Real Property Master Planning Workshop*

PLANNING CHARRETTES

27 – 31 October 2003, San Diego, CA, Radisson Hotel - Lajolla

Agenda

- Purpose
- Panel Introduction
- Panel Discussion
  - 12 Std. Questions
  - Open Forum – Q&A

Purpose

- Clearly define what a planning charrette is for planning partners
- Identify where problems exist
- Chart a course for solutions and answers to better support Installations and their RPMP staff

Panel

- **Donald LaRocque**, Chief, Public Works, HQ-IMA
- **Richard Murphy**, MCA Program Manager, ACSIM
- **Ana Ortega**, Project Manager, SWD, USACE

12 Questions?

1. What is a planning charrette?
2. Why is it useful?
3. How does a charrette affect/effect decision-making?
4. Does a charrette have special uses? Or is it just for 1391 programming?
5. Who participates?
6. What results should a quality charrette yield?
7. How do agencies use the output?
8. Who leads a charrette? Is leadership the key?
9. What are the associated costs?
10. How should the process be organized? Is flexibility allowed/encouraged or discouraged?
11. Are there any drawbacks to the process?
12. What is the way ahead?

******Note:*** *Some standard responses will be provided*

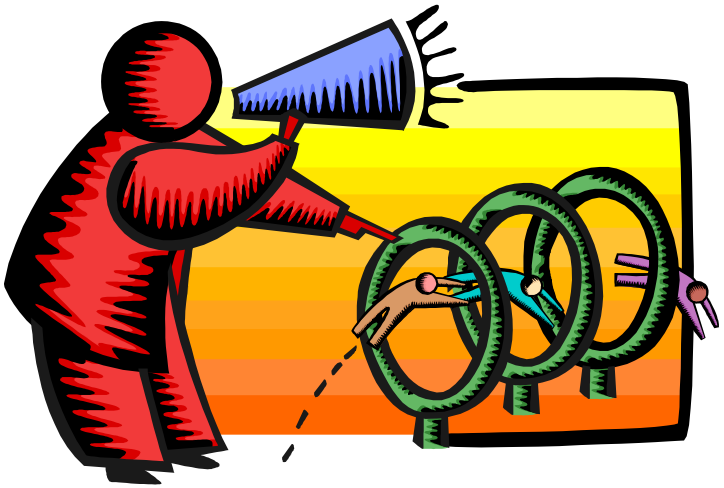
What is a Planning Charrette?

- ACSIM Panelist
- IMA Panelist
- USACE Panelist

Why is it useful?

- ACSIM Panelist
- IMA Panelist
- USACE Panelist

How does a charrette affect/effect decision-making?



- ACSIM Panelist
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Does a charrette have special uses? Or is it just for 1391 programming?

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Who participates?

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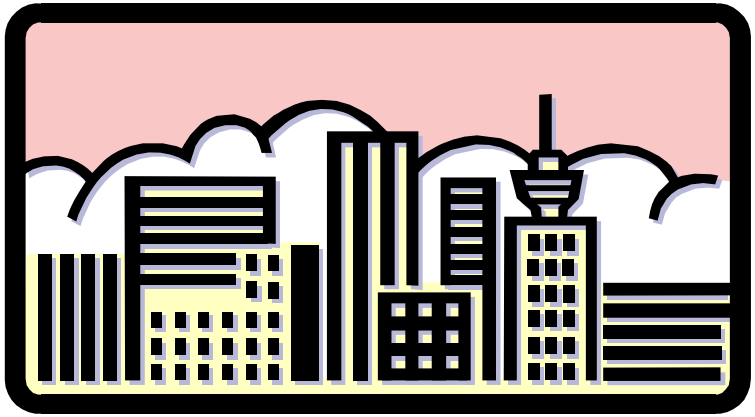
What results should a quality charrette yield?



- ACSIM Panelist
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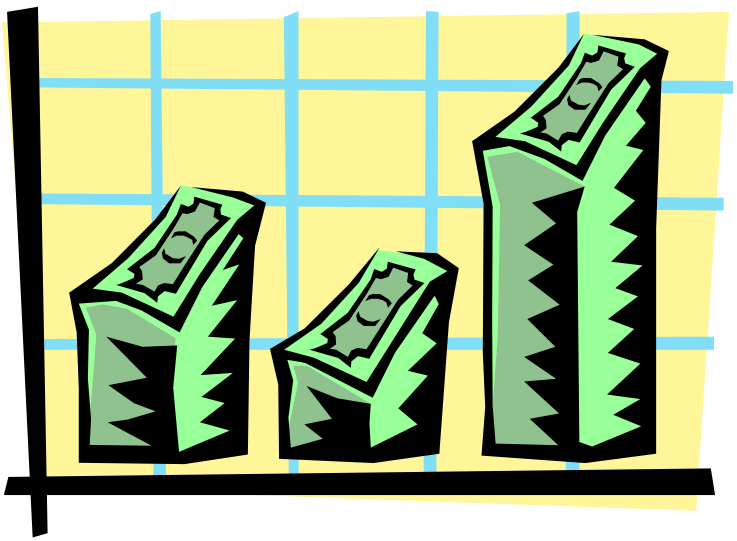
How do agencies use the output?

- ACSIM Panelist
- IMA Panelist
- USACE Panelist

Who leads a charrette?
~~Is leadership the key?~~

- ACSIM Panelist
- IMA Panelist
- USACE Panelist

What are the associated costs?



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How should the process be organized? Is flexibility allowed/encouraged or discouraged?

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Are there any drawbacks to the process?

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What is the way ahead?

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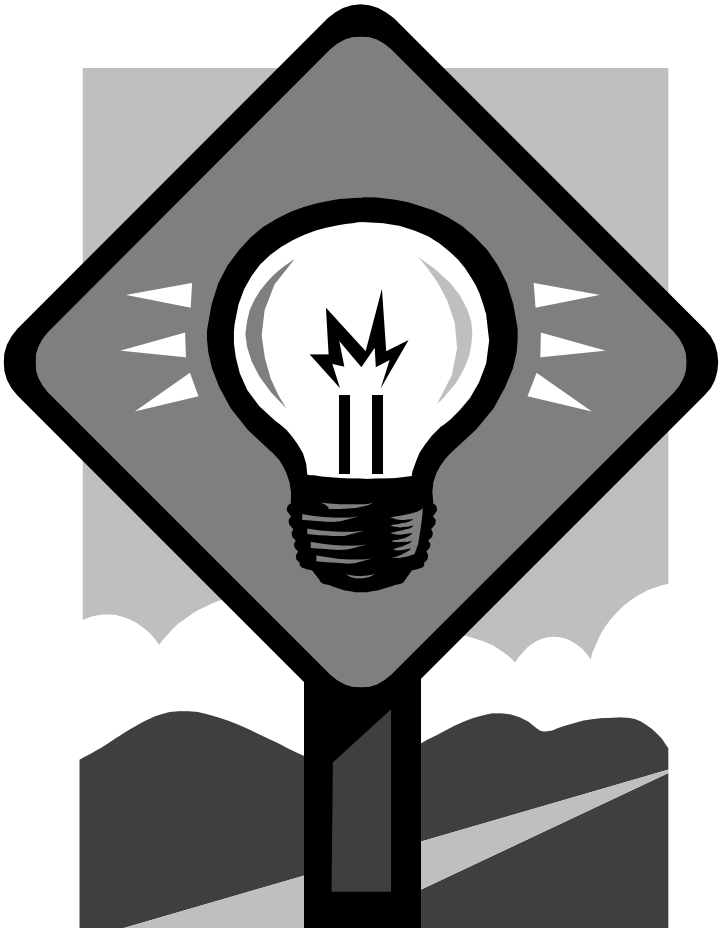
Q&A
Open Forum



Typical Answers

1. What is a planning charrette?

A: ***A meeting to resolve a problem or issue***. *Some useful components include: definition of issues to be resolved; analysis of the problem and alterntive approaches to solutions; assignment of small groups to clarify issues; use of staff people to find supporting data; development of proposals to respond to issues; development of alternative solutions; presentation and analysis of final proposal(s); and consensus and final resolution of the approach to be taken.*

2. Why is it useful?

A: ***A charrette is useful because it is problem-oriented and solution driven***. *The breadth of background of participants assures full dicussion of issues, challenges, interrelationships and interdependencies, and impacts. Its time limits challenge participants to rapidly, openly, and honsetly examine the problem/issue and work with adversaries in reaching consensus on an appropriate solution.* ***A cahrrette produces visible results. A charrette opens the door for public involvement***.

3. How does a charrette affect/effect decision-making?

A: ***A charrette generates alternative solutions to the problem(s) by encouraging open and creative dialogues among the stakeholders.***

4. Does a charrette have special uses? Or is it just for 1391 programming?

A: ***A charrette can call attention to a special problem, issue, project, or program area, i.e., MILCON programming***. *However, a planning charrette is more than a 1391drill and a checklist; it is comprehensive and collaborative. It includes design charrettes for a specific project (e.g., Chapel) or program area (e.g., Barracks) as well as several projects within an area development plan (e.g., RCI CDMP w/in a historic district).*

Typical Answers

5. Who participates? And how?

A: ***Anyone can participate in a charrette***. *If they are stakeholder for a particular project or program, they should have input, understanding, and output from the process at some level. How people participate depends on the charrette leader and the level of interest,impact, and proponency the stakeholder has at a given level within the process,*

6. What results should a quality charrette yield?

A: ***Plan documents, project/program requirements, project costs, project challenges and issues, proposals and alternatives to problem(s), coordinated and collaborative solutions, consensus/buy-in among stakeholders, to name a few***.

7. How do agencies use the output?

A: ***To improve agency understanding among the stakeholders***. *The planning charrette process can offer insight to potential competing interest, initiatives, challenges, opportunities as well as provide baseline for potential solutions and consensus*.

8. Who leads a charrette? Is leadership the key?

A: ***The master planner should lead the charrette*** *or have an experienced agent and technical support team to facilitate the process.* ***Leadership is critical to success, without it there is no real ownership of the result(s) or accountability***.

9. What are the associated costs?

A: ***Charrettes involve significant resources. The primary items include space, background materials, experienced staff or contract support, graphics support, and preparatory research, data collection, surveying, interviewing, etc.***

Typical Answers

10. How should the process be organized? Is flexibility allowed/encouraged or discouraged?

A: ***Organization will depend on the criticality and complexity of the issue(s) and the length of time it will take to reach consensus***. *This could mean 4 days, 4 weeks, or 4 months because one of the key results of a charrette is a collaborative solution and consensus among the stakeholders. Charrettes should be flexible and can occur at anytime in the planning process, but preparation is the key component.* ***Advance work, data collection, interviewing, etc. can take months before a charrette can occur to focus the dialogue among stakeholders.***

11. Are there any drawbacks to the process?

A: ***Because a a charrette focuses on a specific problem/issue, it is usually a one-time event. Hence goals must be made clear so that expectations do not exceed possible viable solutions. Additionally, follow-up work must be considered both before and during the charrette for successful implementation of the preferred solution(s).***

12. What is the way ahead?

A: ***The way ahead includes commitment to a collaborative charrette process, open dialogue, clear goals and objectives, and responsible/accountable leadership***.

POCs

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